

## APPENDIX J

### TIME-PHASING OF MANPOWER TO MEET TIME-PHASED WORKLOAD

#### A. PURPOSE

Effective management of manpower during a mobilization requires that manpower be time-phased to meet the time-phasing of missions and workloads that the installation will have after M-Day. Time-phasing is necessary to synchronize manpower requirements with decreases and increases in workload as they occur over time, recognizing that various functions expand and reduce at different time intervals. This appendix describes briefly the process of time-phasing manpower to match workload changes.

#### B. WORKLOAD CHANGES

1. Planning Guidance. The key to time-phasing manpower is having a clear definition of time-phased mobilization workload changes. Installations normally look to their higher headquarters for this guidance which identifies the functions and workloads that increase and decrease and at what point in time after M-Day those changes are planned to occur. The guidance should identify the following kinds of planning factors and the timing associated with each:

a. Mobilization missions and tasks. Examples are mobilization and processing of Reserve Component units, support of deployments, **pre-** and post-mobilization training, sustaining and residual missions, and support of tenant activities of other commands and Services.

b. Wartime functional concept that affect workload, including changes in priority.

c. Functional workloads, production schedules, and activity rates, including base population loading.

d. Workloads that are:

(1) Not performed in peacetime but will be performed in wartime.

(2) Performed in peacetime but will not be performed in wartime.

(3) Performed in peacetime but will increase or decrease in wartime.

(4) Performed in peacetime by military personnel but will be performed by civilians, contractors, or recalled retirees in wartime. If guidance on time-phased mobilization workload is incomplete or unclear, installations should request clarification from higher headquarters.

2. Workload Characteristics. The kinds of workload changes that will occur in making the transition from peacetime to wartime operations will vary from one installation to another. Some installations may continue their

peacetime mission but with greatly accelerated rates of activity and production. Others may assume new wartime missions and workloads, such as receiving, processing and deploying reserve units. At most installations, while essential mobilization workloads are increased, selected peacetime functions that are not critical to support of combat forces are reduced, discontinued, or temporarily deferred in order to release manpower for more urgent duties.

3. Timing and Sequence. Relative priorities and practical constraints determine the timing and sequential order of specific workload changes. An installation may undergo a total increase in mobilization workload, but, within that total, the workloads of separate functions are likely to fluctuate up or down over time to meet priorities and constraints. For example, in order to use available manpower and plant capacity to prepare critical equipment for early deployment, a repair and maintenance shop may defer routine maintenance. Likewise, packaging and shipment workloads would be time-phased with the availability of the equipment to be shipped and required transportation. Deferrable housekeeping and administrative functions may be curtailed to release manpower and space for housing, messing, and processing of early mobilizing reserve units. Some mobilization tasks, such as deployment of units, may peak and then phase out when completed. Other tasks, such as production and supply, may build up gradually and continue at high activity rates. Figure J-1 shows an example of how workloads might be time-phased in relation to the support and processing of a mobilized reserve unit.

## C. MANPOWER AND PERSONNEL

The time-phasing of workloads outlined above provides the basis for developing corresponding time-phased wartime requirements for the numbers, skills, and grades of military and civilian manpower as well as the requirements for contract services needed by each organization and installation. These requirements, in turn, are the basis for planning and implementing time-phased personnel realignment and fill actions to meet mobilization needs.

ILLUSTRATIVE **TIME-PHASING** OF WORKLOADS  
FOR SUPPORT AND DEPLOYMENT OF MOBILIZED RESERVE UNIT

Time-phasing \_\_\_\_\_

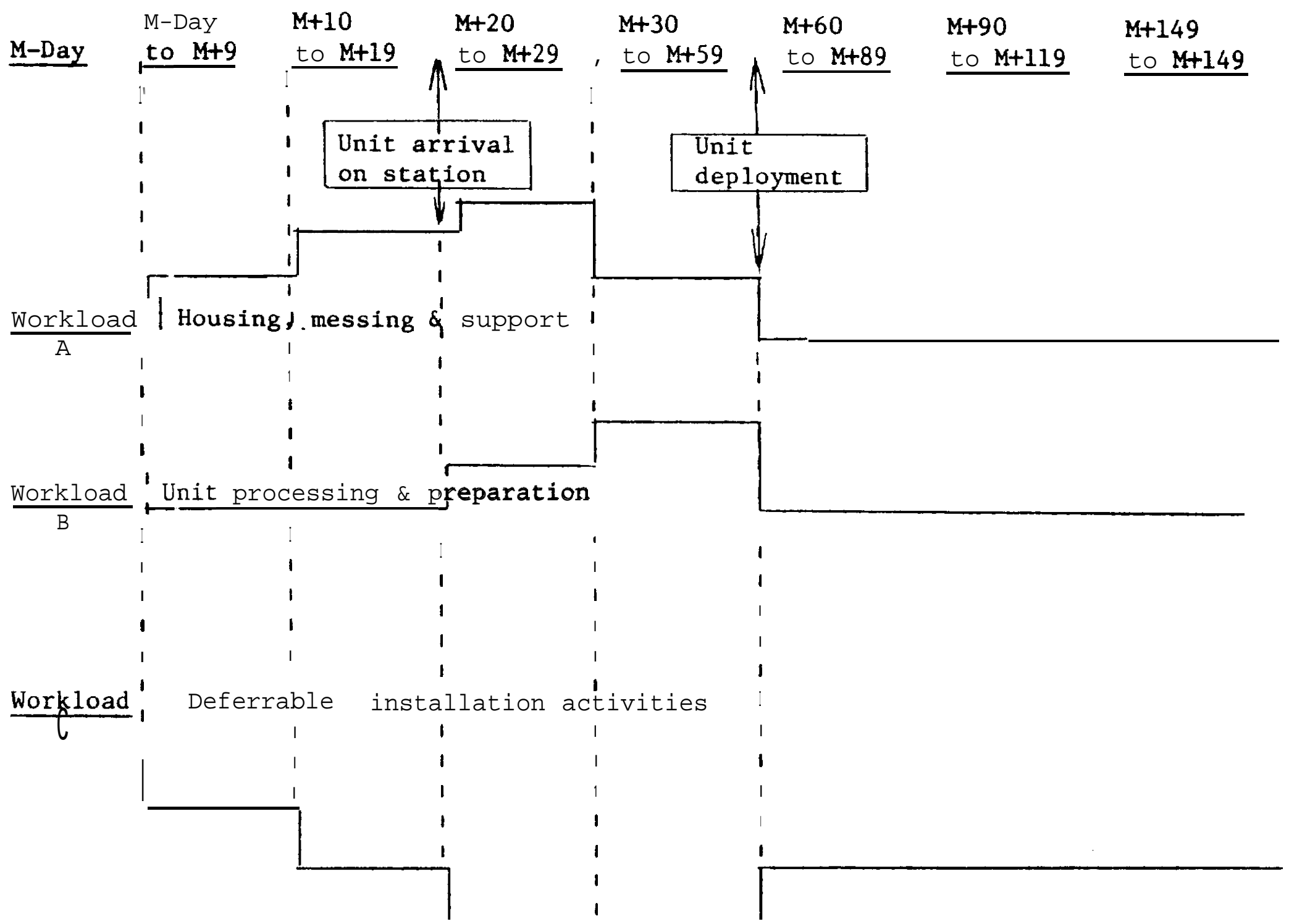


Figure J-1